



UNIVERSITI TEKNOLOGI MARA

ADM650: CORPORATE STRATEGIC MANAGEMENT

<b>Course Name (English)</b>	CORPORATE STRATEGIC MANAGEMENT <b>APPROVED</b>
<b>Course Code</b>	ADM650
<b>MQF Credit</b>	3
<b>Course Description</b>	Strategic management plays a vital role in corporate affairs and management. The overall purpose of the experimental strategic learning and management process is to establish which strategic options or elements thereof are robust across the scenarios and use the healthiest elements to develop strategic intent (core strategies) in the corporate level. This course focuses on ownership and the definition of concept of business strategy and its strategic objectives, strategic diagnosis, monitoring and forecasting organizational development.
<b>Transferable Skills</b>	1. Demonstrate ability to identify and articulate self skills, knowledge and understanding confidently and in a variety of contexts. 2. Demonstrate ability to apply creative, imaginative and innovative thinking and ideas to problem solving. 3. Demonstrate ability to investigate problems and provide effective solutions.
<b>Teaching Methodologies</b>	Lectures, Case Study, Tutorial
<b>CLO</b>	CLO1 Demonstrate social interactions with stakeholders in formulation, implementation and evaluation of organisational strategies CLO2 Analyse business situations, issues and challenges for formulation, implementation and evaluation of organisational strategies. CLO3 Prepare a business strategy report for formulation, implementation and evaluation of organisational strategies
<b>Pre-Requisite Courses</b>	No course recommendations
<b>Topics</b>	
<b>1. Strategic Management</b> 1.1) Definition of strategic management 1.2) Why is strategic management crucial? 1.3) The strategic management process 1.4) The industrial organization (I/O) model of above-average returns 1.5) The resource-based model of above-average returns	
<b>2. Analysis of the External Environment (External Analysis)</b> 2.1) The importance of external environment in shaping strategy 2.2) External environment analysis – scanning, monitoring, forecasting, assessing 2.3) Segments of the general environment – demographic, economic, political/legal, sociocultural, technological, global. 2.4) Industry environment analysis – Porter’s model (threat of new entrants, suppliers, customers, substitute products and current rivalry). Industry analysis, competitor analysis, strategic group and ethical considerations 2.5) Systems theory and contingency theory	
<b>3. Analysis of the Internal Environment (Internal Analysis)</b> 3.1) The importance of internal environment in shaping strategy 3.2) Resources, capabilities, and core competencies 3.3) Building core competencies – criteria for sustainable competitive advantage, value chain analysis 3.4) Outsourcing 3.5) Competencies, strengths, weaknesses and strategic decisions	

**4. Strategic Actions – Strategy Formulation**

- 4.1) 1. Strategy at the Corporate Level
- 4.2) The purpose of corporate-level strategy
- 4.3) Diversification – levels of diversification, reasons for diversification, unrelated diversification
- 4.4) Value-creating diversification, value-neutral diversification, value-reducing diversification
- 4.5) Corporate level cooperative strategy – diversifying strategic alliances, synergistic strategic alliance, franchising
- 4.6) 2. Strategy at the Business Level
- 4.7) The purpose of business-level strategy
- 4.8) Types of business-level strategies (cost-leadership, differentiation, focus strategies)
- 4.9) Customers: Relationship with business-level strategies
- 4.10) Business-level cooperative strategy – complementary strategic alliances, competition response strategy, uncertainty-reducing strategy

**5. Strategic Actions – Strategy Formulation**

- 5.1) 1. The Competitive Nature of Strategy
- 5.2) Competitive rivalry – model of competitive rivalry
- 5.3) Competitive analysis
- 5.4) Diversity of competitive actions and responses
- 5.5) 2. Acquisitions and Mergers
- 5.6) Reasons for acquisitions
- 5.7) Problems in achieving acquisition success
- 5.8) Effective acquisitions
- 5.9) Restructuring – downsizing, downscoping
- 5.10) Environmental trends and choice of international entry mode – exporting, licensing, strategic alliances, acquisitions

**6. Strategic Actions – Strategy Implementation**

- 6.1) 1. Organizational structure
- 6.2) Organizational structure and controls
- 6.3) Relationship between strategy and structure
- 6.4) Evolutionary patterns of strategy and organizational structure
- 6.5) 2. Operations management
- 6.6) Operations management
- 6.7) The essence of operations strategy
- 6.8) Operations strategy as a source of competitive advantage

**7. Strategic Actions – Strategy Implementation**

- 7.1) 1. Leadership
- 7.2) Strategic leadership and style
- 7.3) The role of top-level managers
- 7.4) Managerial succession
- 7.5) Key leadership actions
- 7.6) 2. Entrepreneurship
- 7.7) Entrepreneurship and entrepreneurial opportunities
- 7.8) Innovation – Internal innovation, implementing internal innovations, innovation through cooperative strategies
- 7.9) Entrepreneurs – International entrepreneurship, creating value through strategic entrepreneurship

**8. Strategic Actions - Evaluation and Control**

- 8.1) The control and evaluation process
- 8.2) The motivation to evaluate
- 8.3) Criteria for evaluation
- 8.4) Measuring and feedback
- 8.5) Corrective action

Assessment Breakdown	%
Continuous Assessment	50.00%
Final Assessment	50.00%

Details of Continuous Assessment	Assessment Type	Assessment Description	% of Total Mark	CLO
	Case Study	Case Study (Written Report)	20%	CLO3
	Presentation	Presentation	20%	CLO1
	Test	TEST	10%	CLO2

Reading List	Recommended Text	<ul style="list-style-type: none"> <li>Hitt, M. A., Ireland, R. D., and Hoskisson, E. R. 2016, <i>Strategic Management: Competitiveness and Globalization</i>, 9th Edition Ed., South-Western Canada</li> </ul>
	Reference Book Resources	<ul style="list-style-type: none"> <li>David, F. R. and David, F. R. 2015, <i>Strategic Management: Concepts and Cases. Global Edition.</i>, 15th Edition Ed., Edinburgh Gate: Pearson Education Limited.</li> <li>Zainal Abidin Mohammed, Ho Jo Ann and Wong Fong Yee 2013, <i>Strategic Management</i>, Oxford Fajar Bakti Kuala Lumpur</li> <li>Wheelan, T. L., Hunger, J. D., Hoffman, A. N. and Banford, C. E. 2014, <i>Strategic Management</i>, Second Edition Ed., Pearson Education, Inc. Prentice Hall.</li> <li>Johnson, G., Whittington, R., and Scholes, K. 2017, <i>Exploring Strategy</i>, Pearson Education, Limited.</li> </ul>
Article/Paper List	This Course does not have any article/paper resources	
Other References	This Course does not have any other resources	